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1 October 1971

MEMORANDUM FOR: Chief, SPD

SUBJECT : Items for DDS Briefing

1. Attached are some items which may be of interest to Mr. Coffey. In summary, Selection, Processing, management of the TAS, and Placement of new clerical employees have been improved to the extent that we can now control the in-put, brief and train new employees in the minimum time period, and do a more intelligent job of placing them initially.

2. We believe we have brought some order out of chaos.



Chief Clerical Staffing Branch

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### Selection

Greater selectivity has been accomplished by (1) endeavoring to keep in mind the current and projected needs of the Agency; (2) emphasizing that "clean" and complete files only be forwarded to CSB; (3) requiring applicant qualifying scores in typing and shorthand which heretofore has not been submitted; (4) cutting down on the number of pre-slotted cases; this has resulted in a more equitable in-hiring practice; (5) careful initial screening out of doubtful cases.

### Processing

Over the past year a pertinent and concise in-process and on-duty-strength reporting system has been established in CSB, which enables CSB officers to keep abreast of all changes on a daily, weekly and monthly basis. This has enabled CSB to control the in-input of new personnel to meet the rise and fall of Agency requirements.

The streamlining of the applicant processing procedure in CSB designed to decrease the processing time, which heretofore resulted from internal administrative delays, has been accomplished. Procedures such as timely follow up with the Office of Security and the Office of Medical Services regarding clearances which appear to be overdue and daily pick up of Medical clearances and security clearances have been instituted. Cancellations are removed from process as soon as notification is received thereby giving an accurate accounting of the number in process at all times.

Correspondence to the applicant is timely and prompt; when the clearance is received the individual is notified by telegram and the EOD date is established based on the needs of the Agency. This individual is not given the option to report "Any Monday". A specific EOD date is suggested in line with our needs. The every other week EOD date has proven very helpful and has saved time on the part of all concerned, including personnel who participate in the briefings. These and other improvements have contributed to reducing the length of time the individual is in process and has reduced the ratio of clerical applicants put in process to those entering on duty to 1.25.

### Management of the TAS

Discontinuance of entering provisionally cleared personnel on duty has had a salutary effect on the operation of the Temporary Assignment Section. There have been no "behavior" problems in the past eight months. Provisionally cleared personnel have been in the past assigned to the TAS for, in some cases, 16 to 18 weeks, before they were assigned and cleared. All those now in the TAS are fully occupied in training. With few exceptions, new personnel are briefed, trained and assigned within a maximum of four weeks. We hope to cut this down to three.

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The briefing of new personnel during the first week of duty has been cut from three to two days. This has resulted in making the new personnel available to the OMS for physical examinations three days instead of two, and has contributed largely to obtaining medical clearances more rapidly. We are now in the process of further refining the briefing to eliminate extraneous material and hopefully, can reduce the time still further.

We are striving to eliminate the "secretarial school" atmosphere that has prevailed and to take a dignified and professional approach, dealing with new employees as adults, and emphasizing our desire to aid and assist them in making the most of their training period. I am encouraged by the favorable feed-back we have received, especially from "former employees" who historically have been inclined to be over-critical of their stay in the TAS. A recent returnee volunteered that she wanted to avoid entering on duty again through the TAS but said she had to admit that she rather enjoyed her stay. She commented that everything was well organized and that CSB members had been most helpful and considerate. On 10 August, the Office of C/CSB moved from the 7th floor to the 3rd floor in space contiguous to the TAS. This was a highly desirable move from the standpoint of the accessibility of CSB personnel officers to the new employees.

### Placement

#### Initial Assignment from the TAS

A concerted effort is underway in CSB to improve the placement of new employees. One means of accomplishing this is by way of the monthly requirements report received from Agency components. We have revised this form to include an accurate description of duties plus the specific location of the position and the level at which the individual will be working. This has proven helpful and has enabled us to do a better job of getting the right person in the right job. Comments from Agency consumers have indicated we are on the right track. The slotting information now required by this report has eliminated long delays incurred by the receiving office, in calling in the slotting information for the personnel action.

The mis-slotting of clerical personnel, which has been an accepted practice of the years is slowly being eliminated. Stenographers slotted to typist positions in most cases do not use their stenography. Typist slotted against stenographic positions are in many cases used as stenographers when in fact they have failed to qualify. Unfortunately in many cases, the individual has been downgraded for failure to qualify in shorthand and added to that, they are rated low on their Fitness Reports because their stenography is less than satisfactory. It is obvious that a change in this practice is in order.

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### Reassignment of On-duty Clerical Personnel

We have recently become more involved in the reassignment of clerical personnel. A measure of success in this area has begotten more cases and we believe that CSB will be called upon more as time goes on to effect reassignments. A long-time practice in the Agency has been to confine shopping of clerical files for reassignment purposes within and between Agency components, without reference to the Office of Personnel. We interview all individuals who are interested in a reassignment, find out what they expect and advise them what they can expect in the way of a reassignment. We also make this a counselling session in the attempt to bring the individuals aspirations into proper focus.

### Pre-Exit Interviews

CSB has been conducting pre-exit interviews for clerical personnel since November 1970. Two specific problems have been pointed up and which are surfaced over and over -- (1) lack of work - not kept busy (2) stenographers do not use their shorthand. I feel that the latter problem will be eliminated to some extent by the effort now being made by CSB to put the right person in the right job.

### Upward Mobility Program

The third Experimental Group entered on duty on 20 September 1971. Eight reported for duty as compared with 11 last year (six finished the program) and 17 in 1969 (12 finished the program).

Ten were selected for the program this year but two of the individuals selected did not respond to correspondence and we were unable to contact them.

During the training period, five of the 11 who entered on duty in 1970 were disqualified by Panel action.

It might be of interest to note that of the 12 who finished the first program, 10 are still on duty. One resigned in January 1971 and one died in August 1971. Two of the 10 have converted to part-time.

We are hopeful that the eight who entered on duty this year will finish the program. All have been given pre-employment medical evaluations. This should help inasmuch as the five terminated after entering on duty last year were medical disqualifications.

CSB has and will continue to monitor the progress of all the individuals in this program.

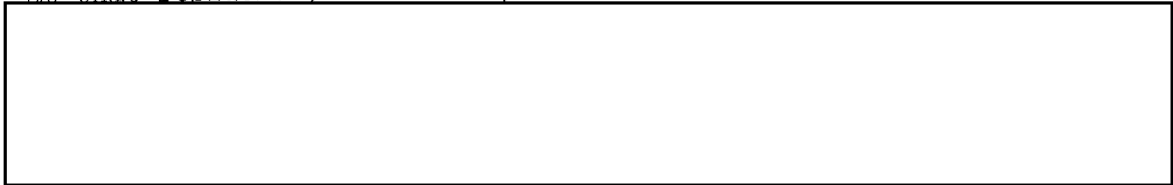
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Housing of New Employees

We have developed a booklet covering apartments in the Washington area for use of new employees, giving complete information as to rents and the requirements of the apartment management. We are continuing to add to this volume. One way we are accomplishing this is to obtain information from new employees already settled and through pre-exit interviews. We have gotten some good leads from the latter.

In addition, the dissatisfaction on the part of new employees with being housed at McLean Gardens, plus some of the reports of incidents at that residence, we are now, on a trial basis, making reservations



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